

Performance Indicators for Helvetas –

Revision 2007, valid from 2008

1 Rating and Purpose of the Performance Indicators

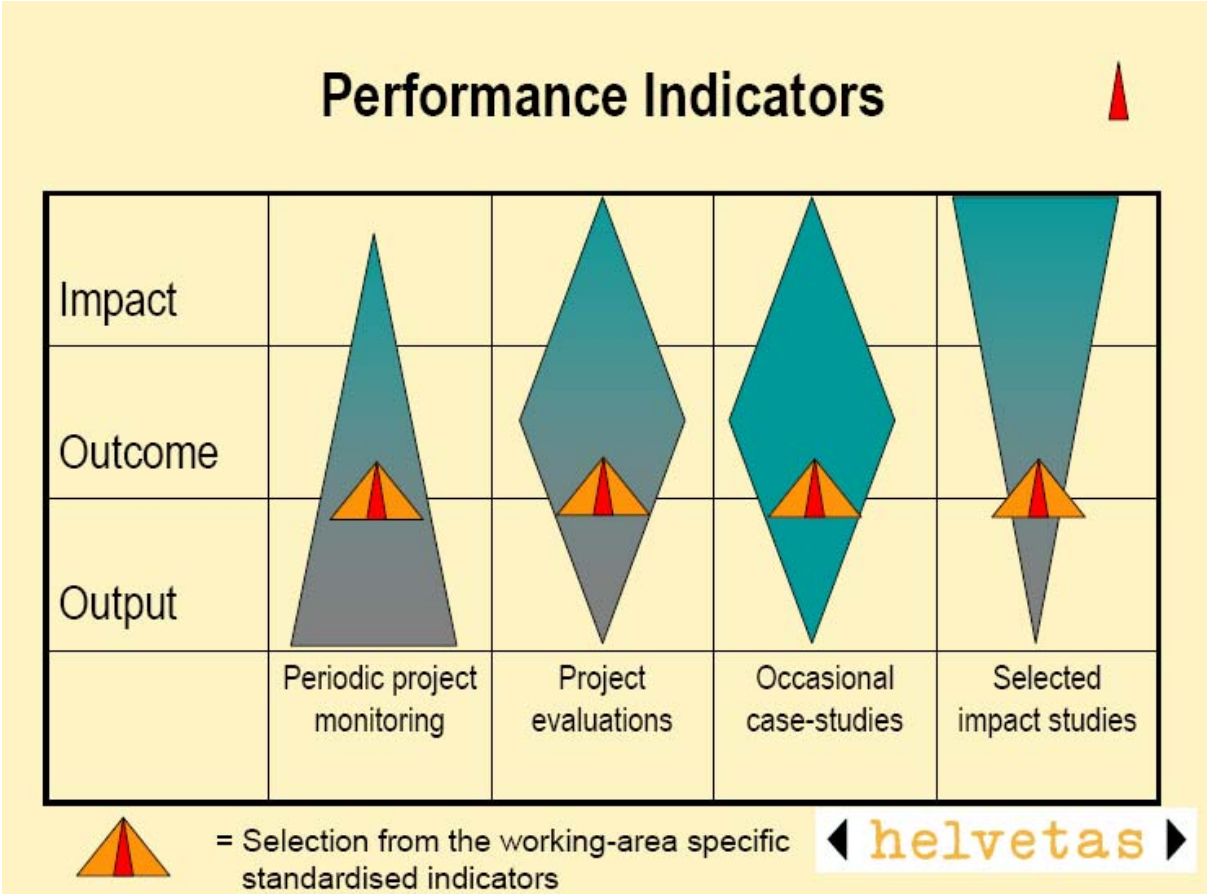
Helvetas has a varied monitoring and evaluation system with the objective to steer the projects and programmes, to make learning possible, and in the end, allowing Helvetas to account for its work.

The compilation of the so-called performance indicators is a small element of this monitoring and evaluation system. Performance indicators were introduced in 1996 and revised in 2001. During 2007, Helvetas reviewed the performance indicators and positioned them in relation to the Millennium Development Goals. The performance indicators serve mainly to give the donators of Helvetas an insight into the quantitative achievements of Helvetas within the frame of about 200 projects in the partner countries.

This can only be partially successful for various reasons. Firstly, what has to be taken into account is that projects are planned and executed on the basis of local circumstances which are often incompatible. Secondly, there are manifold problems defining time and space (e.g. how much influence an action has), and thirdly, Helvetas does not always build or advise itself but enables local organisations to do so (acting as catalysts). The compilation of valid data on changes of income, employment or quality of life is complicated, difficult methodically and, in most cases, expensive – and even then not guaranteed to be reliable. The following particulars are thus more an indication of achievement than proof of it. Therefore, the quality of work is, as a rule, not yet sufficiently described: processes and knowledge are the hardcore of development work and cannot be summarised in charts.

The performance indicators (small red triangles in the figure below) are as concise as possible but nevertheless expressive choice from a series of standardised indicators (orange triangles) chosen specifically for Helvetas' working areas. These standardised indicators are being introduced in the respective working area strategies. These working-area specific standardised indicators allow a quantitative comparison between the projects and make possible further statements on the outreach, effect and efficiency of selected project groups with a similar theme. A list of these standardised specific-to-working area indicators (stand 2008) is attached as a base for the selection of performance indicators.

Position of the Performance Indicators in the Helvetas M&E System



2 Selection and area of applicability of the performance indicators

- The indicators apply to **all projects** (Helvetas own projects, Programme Credit financed projects, Regie-, and mandated projects). The term ‘projects’ covers all cost centres (excluding the Cost Centres 01-04, 90 & 91).
- The indicators serve primarily for reporting to donators and must therefore meet the demands of the **communication and fund raising department** of Helvetas.
- The indicators show the contribution of Helvetas towards the achievement of the **Millennium Development Goals**.
- The indicators refer to the results of a one-year **reporting period**.

- The indicators are particularly **results/output** indicators; less of outcome and do not indicate impact.
- Indicators which register numbers of people always show the **gender** (women and men separately).
- Unless otherwise defined, the indicators register performance generally, **independent** of whether they are directly or indirectly accomplished (through partner organisations, in the frame of financial aid etc).
- The list of indicators consists of a **selection** of relatively **simple-to-collect** and **straightforward** variables (thus more quantitative and less qualitative).
- The number of indicators are limited to just a few but **relevant** factors which specifically cover the working areas of Helvetas.
- The usefulness of the indicators is tested regularly and adjusted as necessary. However, they are **changed as little as possible** over a longer period so that a development can be recorded.
- The compilation of the indicators shall be integrated into the **Project Monitoring System**.

Helvetas Performance Indicators (valid from 2008)

Rural Infrastructure		
1	MDG 1, 7, 4	111. Number of drinking water sources either newly-built or rehabilitated with the support of Helvetas <i>(Rehabilitated means restored after considerable damage. Number of drinking water sources = no. of pumps/wells).</i>
2	MDG 7	112. Number of people who have direct access to water sources and/or the number of people who newly have access to sanitary facilities. <i>(Direct access: 100 – 1'000 m distance or 5 – 30 minutes water collection time for more than 20 litres per person per day)</i>
3	MDG 1	121. Number of bridges rehabilitated or newly erected with the support of Helvetas. <i>(Completed bridges independent of size or purpose, whether for vehicles and/or pedestrians. Rehabilitated means restored after considerable damage)</i>
4	MDG 1	122. Number of kilometres of roads, ways or footpaths newly-built or rehabilitated with assistance from Helvetas. <i>(Rehabilitated means restored after considerable damage)</i>
5	MDG 1	123. Number of people who directly profit from the new or restored bridges, access roads, ways or footpaths.
6	MDG 1, 7	131. Number of people who newly have access to renewable energy.
Sustainable Management of Natural Resources		
7	MDG 1	212. Number of people directly involved in agriculture, forestry, or livestock farming that have been advised and/or trained. <i>(Cumulative: e.g. anyone attending two training courses is counted twice. Training courses include horizontal learning between peers too)</i>
8	MDG 1, 7	213. Number of hectares conserved and/or under sustainable cultivation. <i>(e.g. reforestation, prevention of deforestation, erosion protection, protection against desertification, agro-forestry, Low External Input Sustainable Agriculture, minimal tillage, organic farming, sustainable grazing etc.)</i>
9	MDG 1	221. Number of people involved in value chains supported by Helvetas who are able to make an additional income. <i>(People directly involved in agriculture, forestry or livestock farming; people in processing; traders of products; producers and retailers of agricultural inputs)</i>

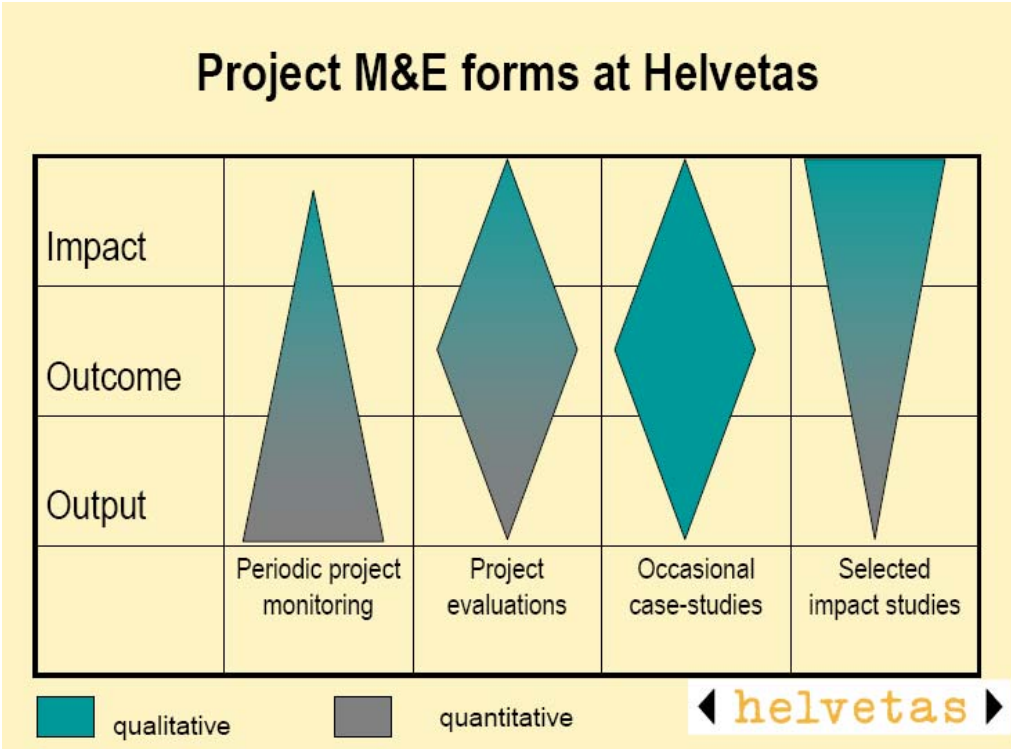
Education and Culture		
10	MDG 2, 3, 8	311 / 312. Number of pupils/students who have successfully completed vocational training or further education in schools or institutions run or supported by Helvetas or partner organisations. <i>(Short or long term education or further education. Age groups: < 24, > 24 years.. Cumulative: anyone attending two courses is counted twice.)</i>
11	MDG 2, 3	321. Number of pupils who have successfully completed a basic education in a school or institution supported by Helvetas or a partner organisation. <i>(Age groups: < 15; > 15 years .Cumulative: anyone attending two courses will be counted twice.)</i>
12	MDG 2, 3	322. Number of people who have successfully completed a literacy/numeracy course. <i>(Age groups < 15; > 15 years. Cumulative: anyone attending two courses is counted twice.)</i>
13	MDG 1	331. Number of artists advised, educated or financially supported by Helvetas or partner organisations.
Civil Society and State		
14	MDG 1	411. Number of people who have attended an event or course run or supported by Helvetas on decentralisation, good local governance and/or democratisation.
15	MDG 1	413. Number of participative local development planning processes (municipal, district or provincial) supported by Helvetas.
16	MDG 1	421. Number of people who have attended an event or course on peace building, conflict management/transformation, trauma and stress management run or supported by Helvetas.
Transversal Themes		
17	MDG 3	511. Number of people who have completed a course on gender. <i>(Helvetas employees in Switzerland and partner countries as well as employees of local partner organisations.)</i>
18	MDG 6	513. Number of people who have attended a course or an awareness campaign on HIV/AIDS <i>(Employees of Helvetas and partner organisations.)</i>
19		514. Number of people who have completed a training course on the promotion of inter-cultural competence. <i>(Employees of Helvetas and partner organisations.)</i>
20	MDG 1	515. Number of people who have completed a training course on human rights. <i>(Employees of Helvetas and partner organisations.)</i>

Appendix

Standardised Indicators for Specific Working Areas (Standing 2007)

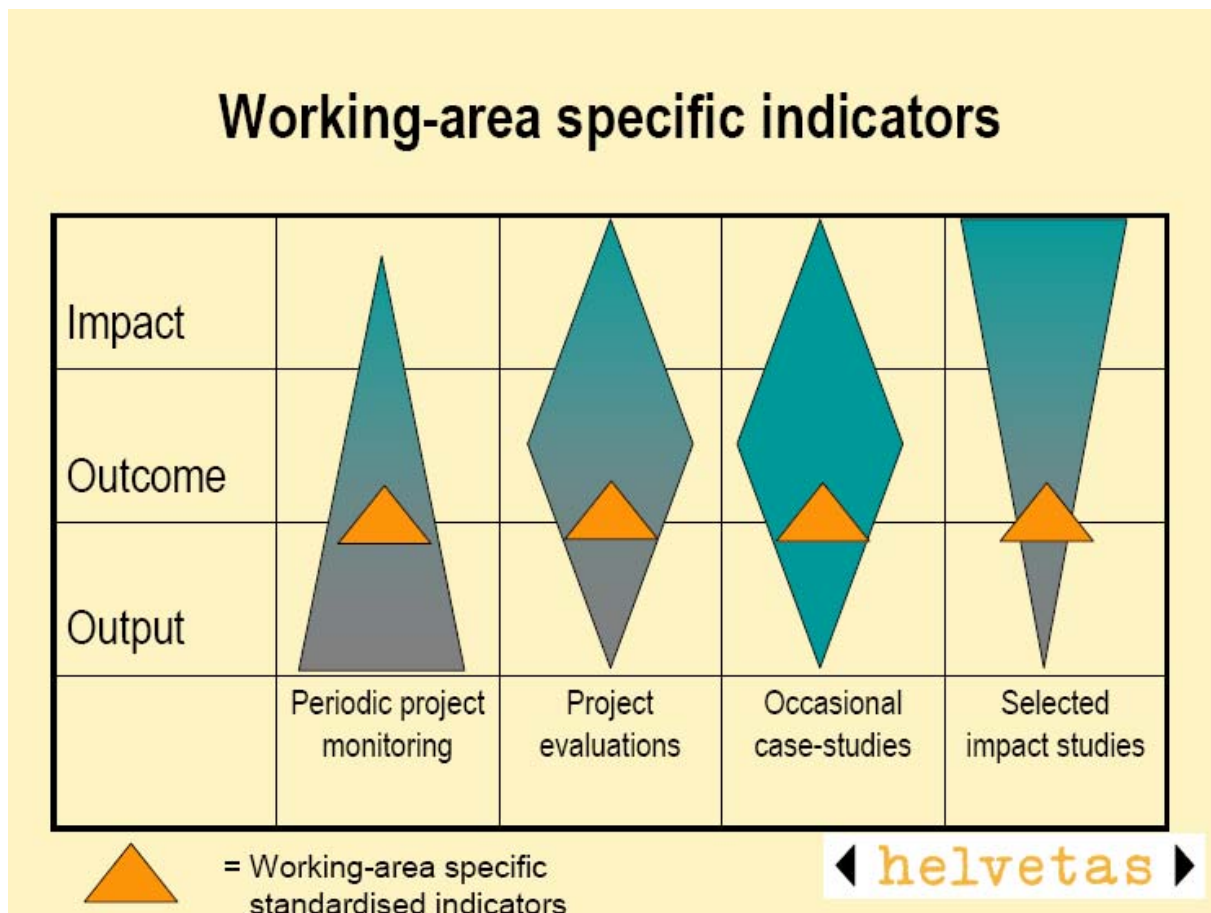
Helvetas has a varied monitoring and evaluation system with the objective to steer the projects and programmes, to make learning possible, and in the end, allowing Helvetas to account for its work.

M&E Instruments used by Helvetas



A new element in the Helvetas M&E system are the standardised indicators for specific working areas. They constitute one component of the strategies of the working areas and are tested periodically (approx. every five years) within the frame of strategy development for the working areas. At the occasion of the planning of new projects respectively of new project phases the are integrated into the indicator lists. The Programme Commission is checking this.

Working-area specific standardised indicators



These indicators pursue three main purposes:


1. They enable key figures of similar projects (a group of projects with similar objectives or a component of a working area) to be compiled simply and presented to a third party (accountability).
2. They allow to comprehend and as a result to influence the thematic development of a working area (steering).
3. Finally, they allow a comparison between similar projects especially in relation to the efficiency of the applied means (learning).

The compilation of these indicators should particularly convey the following information:

- They enable the output of a project group to be aggregated and presented to a third party (e.g. the number of wells constructed).
- They allow the outreach of a project group to be drawn up in a quick and easy way (e.g. the number of people with access to water).
- They register the number of partners Helvetas works with within a certain field.
- They enable the outcome of a specific project group to be aggregated and presented to a third party (e.g. additional income from agricultural value chains).
- Lastly, they allow a comparison of the efficiency of the projects within a group of projects and simple calculations which can be presented to a third party (e.g. the cost of one running metre of a bridge, the cost of drawing up a plan for the development of a municipality).

The working area specific indicators are therefore grouped according to the working area components and have basically the same structure in all working areas:

Structure of the Working Area Specific Standardised Indicators



Working Area Specific Standardised Indicators

Working Area Component (i.e. Water and Sanitation)			
MDG	MDG Indicator	Performance indicator	Examples / remarks
		• Output: Number of infrastructures, services	Water and sanitation infrastructure, curricula developed, development plan
		• Outreach: Number of persons reached	Persons with access to water, trained persons, sex segregated; <u>wealth, age, ethnicity (desirable)</u> .
		• Partners: Number of partners supported	Civil society organisations, administrations, private service providers strengthened
		• Outcome	Additional income, area of sustainably managed land, successfully employed persons
		• Efficiency: Cost / output and cost / person	Includes costs of partners and Helvetas; according to specific calculation guidelines

The registration of the working area specific indicators is integrated in the periodical project reports (and not automatically in the Project Monitoring System).

1 Infrastructure in rural areas

1.1	Access to drinking water and sanitary facilities			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	7, Ensure environmental sustainability 4, reduce child mortality	30, proportion of population with access to improved water source	111. Number of drinking water sources either newly-built or rehabilitated with the support of Helvetas	Rehabilitation means restored after considerable damage. Number of drinking water sources = number of pumps/wells.
	5, improve maternal health	32, proportion of population with access to improved sanitation	112. Number of people who have direct access to water sources and/or the number of people who newly have access to sanitary facilities.	M / F Direct access: 100 – 1'000 m distance or 5 – 30 minutes water collection time for more than 20 litres per person per day.
			113. Number of local partners supported by Helvetas to plan, implement and maintain drinking water supplies and/or sanitary facilities.	Partners include: organisations, local authorities; networks and/or private service providers.
			114. Costs in CHF. per person for new access to drinking water and/or sanitary facilities.	The costs per person are calculated from the budgeted project costs – incl. consulting and overheads as well as non-monetary services that have to be calculated as a sum of money – and the number of people with new access.

1.2	Development in rural areas			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
1, eradicate poverty and hunger 2, universal primary education 3, gender equity 4, reduce child mortality 5, improve maternal health	1, proportion of population below \$1 (PPP) per day	121. Number of bridges rehabilitated or newly erected with the support of Helvetas	Completed bridges independent of size or purpose, (whether for vehicles and/or pedestrians). Rehabilitated means restored after considerable damage.	
	2, poverty gap ratio	122. Number of kilometres of access roads, ways or footpaths newly-built or rehabilitated with assistance from Helvetas	Rehabilitated means restored after considerable damage.	
	3, share of poorest quintile in national consumption	123. Number of people who directly profit from the new or restored bridges, access roads, ways or foot-paths.	M/F	
	4, prevalence of underweight children under-five year of age	124. Number of local partners supported by Helvetas to plan, implement and maintain new/restored bridges, access roads, ways or foot-paths.	Partners include: organisations, local authorities, networks, and/or private service providers.	
	5, proportion of population below minimum dietary energy consumption	125. Costs in CHF. per square metre of bridge.	The cost per square metre is calculated from the budgeted costs of the project – incl. consulting and overheads as well as non-monetary services that have to be calculated as a sum of money – and the number of square metres of all new bridges.	
	6, net enrolment ratio in primary education 9, ratio of girls to			

		boys in education 13, under-five mortality rate 14, infant mortality rate 16, maternal mortality rate 17, proportion of births attended by skilled health personnel	126. Costs in CHF. per kilometre of new access roads, ways or foot-paths	The cost per kilometre is calculated from the budgeted costs of the project – incl. consulting and overheads as well as non-monetary services that have to be calculated as a sum of money – and the length in kilometres of all new access roads/ways/foot-paths.
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1.3	Access to renewable energy (Decision pending)			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	1, eradicate poverty and hunger 7, Ensure environmental sustainability	27, Energy use per \$1 GDP	131. Number of people who newly have access to renewable energy.	M / F
		28, Carbon dioxide emissions per capita	132. Number of local partners supported by Helvetas to plan, implement and maintain renewable energy plants.	Partners include: organisations, local authorities, networks and/or private service providers.
29, Proportion of population using solid fuels		133. Tons of carbon-dioxide equivalents emission reduction		

			<p>134. Costs in CHF per person for new access to renewable energy</p> <p>and</p> <p>costs in CHF for kilowatt-hours (KWH) of renewable energy and to which access has been created.</p>	<p>The costs resp. per KWH per person are calculated from the budgeted costs of the project – incl. consulting and overheads as well as non-monetary services that have to be calculated as a sum of money – and the number of people with new access.</p>
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2 Sustainable Management of Natural Resources

2.1	Conservation and sustainable management of natural resources / Financial and non-financial services			
In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator		Remarks
1, eradicate poverty and hunger 4, reduce child mortality 7, Ensure environmental sustainability	1, proportion of population below \$1 (PPP) per day 2, poverty gap ratio	211. Number of advisors in agriculture, forestry and livestock farming, instructors (teachers, trainers, supervisors) authorities, personnel from partner organisations who have been advised and/or trained.		M/F Cumulative: e.g. anyone attending two training courses is counted twice. Training courses include horizontal learning between peers.
	3, share of poorest quintile in national consumption 4, prevalence of underweight children under-five year of age	212. Number of people directly involved in agriculture, forestry or livestock farming that have been advised and/or trained.		M/F. Cumulative: e.g. anyone attending two training courses is counted twice. Training courses include horizontal learning between peers.
	5, proportion of population below minimum dietary energy consumption	213. Number of hectares protected and/or sustainably managed.		e.g. reforestation, prevention of deforestation, erosion protection, protection against desertification, agro-forestry, low external input sustainable agriculture, minimal tillage, organic farming, sustainable grazing, etc.
	25, proportion of land area covered by forest	214. Tons of carbon-dioxide equivalents emission reduction		Verified or certified emission reduction
	26, ratio of area protected to maintain biological diversity	215. Number of partners supported by Helvetas to conserve and/or sustainably manage natural resources		Partners include: organisations, authorities, networks, and/or private service providers.

		28, carbon dioxide emissions per capita	216. Costs in CHF. per person and per day for training/further education.	The cost per person is calculated from the budgeted project costs – incl. consulting and overheads – and the number of people advised or educated (see 211).
2.2	Promotion of income through value- chains			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	1, eradicate poverty and hunger 2, universal primary education 3, gender equity 4, reduce child mortality 7, Ensure environmental sustainability 8, global partnership for development	1, proportion of population below \$1 (PPP) per day	221. Number of people involved in value- chains supported by Helvetas who are able to make an additional income.	M/F People directly involved in agriculture, forestry or livestock farming; people in processing; trader of products; producers and retailers of agricultural inputs.
		2, poverty gap ratio		
		3, share of poorest quintile in national consumption	222. Additional income generated by the intervention of Helvetas in value chains for rural households.	Additional income for directly involved households in agriculture, forestry and livestock farming in CHF per household e.g. through re-starting a branch of production, expanding the production area, price premiums (organic production, fair trade, good agricultural practices, Forest Stewardship Council etc.)
		4, prevalence of underweight children under-five year of age	223. Number of stable relationships between stakeholders in the value chains.	e.g. between groups of farmers and processors, between processors and traders, between producers of agricultural inputs and farms etc.
		5, proportion of population below minimum dietary energy consumption	224. Number of partners supported by Helvetas to generate income by value chains	Partners include: organisations, authorities, networks, and/or private service providers.
		45, unemployment rate of young people	225. Costs in CHF per household involved in value chains.	The cost per household is calculated from the budgeted project costs – incl. consulting and overheads – and the number of people reached (see 221).

3 Education and Culture

3.1	Vocational training and further education			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	2, universal primary education 1, eradicate poverty and hunger	8, Literacy rate 1, proportion of population below \$1 (PPP) per day	311. Number of pupils/students who have successfully completed short-term vocational training or further education (> 20 course days) in schools/institutions run or supported by Helvetas/partner organisations.	M/F, Age groups < 24; > 24 years Cumulative: anyone attending two courses is counted twice.
		2, poverty gap ratio 3, share of poorest quintile in national consumption	312. Number of pupils/students who have successfully completed long-term vocational training or further education (> 20 course days) in schools/institutions run or supported by Helvetas/partner organisations.	M/F, Age groups < 24; > 24 years Cumulative: anyone attending two courses will be counted twice.
	3, gender equity	9, Ratios of girls in primary, secondary and tertiary education	313. Number of partners who provide vocational training and further education and who are advised and/or financially supported by Helvetas.	Partners include: schools, training institutions, educational institutions, private service providers.

	8, global partnership for development	10, Ratio of literate women to men 11, Share of women in wage employment in the non-agricultural sector 45, unemployment rate of young people	314. Costs in CHF per person and course day as well as cost per person and training.	The costs per person are calculated from the budgeted costs of a project – incl. consulting and overheads – and the number of trained persons (out of 311 and 312).
3.2	Basic Education			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	2, universal primary education	6, net enrolment ratio in primary education	321. Number of pupils who have successfully completed a basic education in a school or institution supported by Helvetas or a partner organisation	M/F, Age groups: < 15, > 15 years Cumulative: anyone attending two courses is counted twice.
		7, proportion of pupils starting grade 1 who reach grade 5 8, Literacy rate	322. Number of people who have successfully completed a literacy/numeracy course	M/F, Age groups: < 15, 15 – 24, > 24 years Cumulative: anyone attending two courses is counted twice.
	1, eradicate poverty and hunger	1, proportion of population below \$1 (PPP) per day 2, poverty gap ratio	323. Number of teaching staff (teachers, trainers, management staff), employees of partner organisations who have been advised and/or trained.	M/F, Age groups: < 15, 15 – 24, > 24 years Cumulative: anyone attending two courses will be counted twice.
3, share of poorest quintile in national consumption		324. Number of partners who offer basic education incl. literacy/numeracy courses and have been advised and/or financially supported by Helvetas	Partners include: schools, training institutions, educational institutions.	

	3, gender equity	9, Ratios of girls in primary, secondary and tertiary education 10, Ratio of literate women to men,	325. Costs in CHF per person and day of training/further education as well as costs per person and training course.	The cost per person is calculated from the budgeted costs of the project – incl. consulting and overheads – and the number of trained persons (out of 321, 322 und 323).
3.3	Art and awareness through artistic expression			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	3, gender equity 6, Combat HIV/AIDS, malaria and other diseases	19, condom use 22, proportion of population using effective malaria prevention and treatment measures	331. Number of artists advised, educated or financially supported by Helvetas or partner organisations	M / F
332. Number of people visiting cultural events supported by Helvetas (theatre performances, concerts, exhibitions etc.).			M / F	
333. Number of partners advised and/or financially supported by Helvetas				
334. Costs in CHF per person and course day.			The cost per person is calculated from the budgeted costs of the project – incl. consulting and overheads – and the number of people educated (see 332).	

3.4	ICT4Dev			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	1, eradicate poverty and hunger 8, global partnership for development 3, gender equality and empower women	1, proportion of population below \$1 (PPP) per day	341. Number of people who, through the intervention of Helvetas or partner organisations, newly use ICTs or are now using them in a different way.	ICTs include: radio, mobile phones, internet etc.
		47, Telephone lines and cellular subscribers per 100 population	342. Number of partners who make the use of ICTs possible and have been advised or financially supported by Helvetas.	Partners include: organisations, authorities, networks and/or private service providers.
48, Personal computers in use per 100 population; Internet users per 100 population		343. Costs in CHF per person who are newly using ICTs or are using them in a different way.	The costs per person are calculated from the budgeted costs of the project – incl. consulting and overheads – and the number of trained people (out of 341).	

4 Civil Society and State

4.1	Decentralisation/good local governance/democratisation			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	<p>1, eradicate poverty and hunger</p> <p>8, global partnership for development</p> <p>Indirect relationship to MDGs 2 (improved access to primary education, 3 (gender equality and empower women)</p> <p>7 (ensure environmental sustainability).</p>		<p>411. Number of people who have attended an event or course run or supported by Helvetas on decentralisation, good local governance, and/or democratisation.</p>	<p>M / F</p>
			<p>412. Number of partners supported by Helvetas to plan and implement decentralisation, good local governance, plans for democratisation and/or multi-stakeholder initiatives.</p>	<p>Partners include: civil society partners, organisations, private service providers and/or (local) government bodies.</p> <p>Support includes advice and/or financial contributions.</p> <p>Multi-stakeholder initiatives means the coordinated cooperation/partnerships between state, civil society and private sector e.g. in the frame of building or rehabilitation of a social infrastructure.</p>
			<p>413. Number of participative local development planning processes (municipality, district or provincial) supported by Helvetas.</p>	<p>Support includes advice and/or financial contributions.</p>
			<p>414. Number of multi-stakeholder initiatives (coordinated cooperation/partnerships between state, civil society and private sector) supported by Helvetas.</p>	<p>Support includes advice and/or financial contributions.</p>

			415. Number of citizens who have access to public services delivered on the basis of a development plan.	Public services comprise social infrastructure buildings or services provided by the state in the public interest.
			416. Budgeted costs in CHF of a completed local development plan (municipal, district or provincial) per benefiting citizen.	The costs are calculated from the budgeted costs for developing the development plan – incl. the costs of consultation and training – and the number of citizens who benefit from the public services brought about by a development plan (415).
4.2	Civil peace building			
	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	1, eradicate poverty and hunger 8, global partnership for development		421. Number of people who have attended an event or course on peace building, conflict management/transformation, trauma and stress management run or supported by Helvetas.	M/F
			422. Number of measures or initiatives in the areas of peace building, conflict management/transformation, trauma and stress management.	Measures or initiatives are, for example mediation, peace marches, youth work for peace etc.
			423. Number of local partners supported by Helvetas to plan and implement civil peace building activities.	Partners include: civil society partners, organisations, private service providers and/or (local) government bodies. Support includes advice and/or financial contributions.
4.3	Human Rights Based Approach			

	In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator	Remarks
	1, eradicate poverty and hunger 8, global partnership for development		431. Number of measures or initiatives founded on a human rights based approach and/or that pay attention to human rights.	

5 Transversal Themes

5.1	Gender / HIV AIDS / intercultural competence / human rights:			
In relation to MDGs	Related MDG Indicators	Helvetas – Performance Indicator		Remarks
1, eradicate poverty and hunger 3 gender equality and empower women 6, Combat HIV/AIDS, malaria and other diseases	9) ratios of girls to boys in primary, secondary and tertiary education	511. Number of people who have completed a course on gender.		Helvetas employees in Switzerland and partner countries as well as employees of local partner organisations. M/F
	10) Ratio of literate women to men 11) share of women in wage employment in the non-agricultural sector;	512. Number of people who have attended a course or an awareness campaign on HIV / AIDS		Employees of Helvetas and partner organisations, M / F
	12) proportion of seats held by women in national parliament	513. Number of Helvetas employees who have completed a training course on the promotion of inter-cultural competence.		Employees of Helvetas and partner organisations, M / F
	18. HIV prevalence among pregnant women 19. Condom use	514. Number of people who have completed a training course on human rights.		Employees of Helvetas and partner organisations, M / F